

# **BMMP** Business Management Modernization Program

## **Business Enterprise Architecture Version 2.2 Introduction and Walk-Through**

**Presented by: Dr. Paul Tibbits**  
**Date: August 2, 2004**

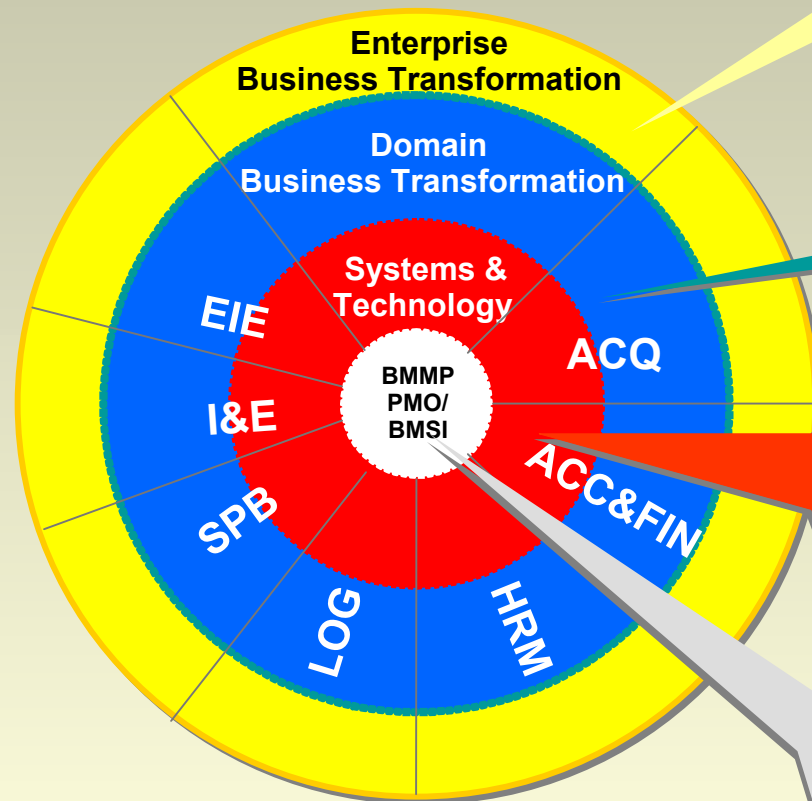
**Arming the Warfighter  
Through Business Improvement**

<http://www.dod.mil.comptroller/bmmp>





# DoD Business Transformation Framework



**Enterprise Business Transformation Layer**  
Defines DoD business transformation outcomes maintaining focus on cross-domain optimization that delivers DoD-wide business results

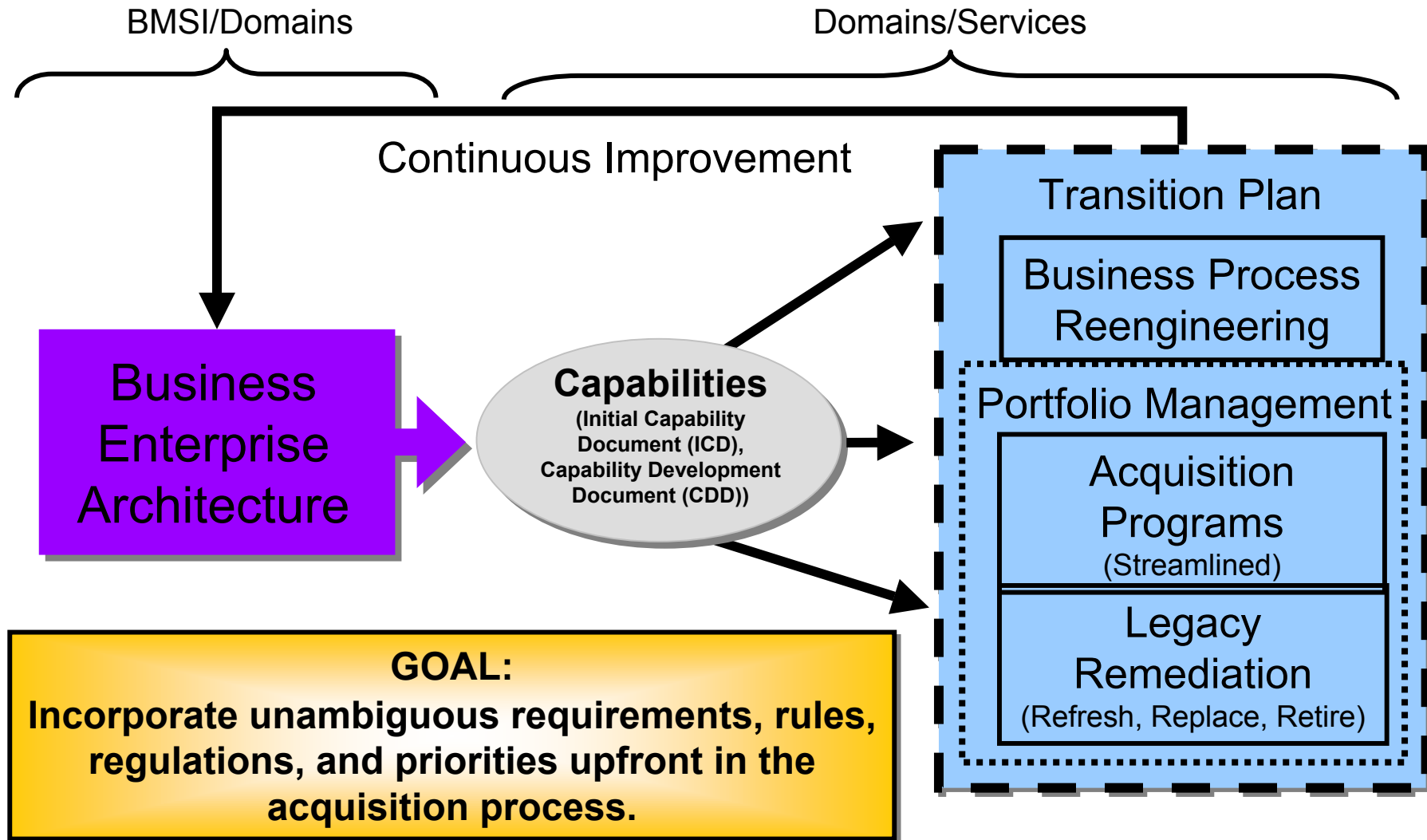
**Domain Business Transformation Layer**  
Defines Domain business transformation outcomes maintaining focus on Domain optimization that delivers business results

**Systems and Technology Layer**  
Plans and executes the evolution of systems and technology to achieve business transformation outcomes

**BMMP PMO/BMSI Layer**  
Facilitates cross-Domain and Enterprise-wide business transformation, Business Enterprise Architecture (BEA) development and extension, and develops the Department's transition plan



# Transition Process





# What is the Business Enterprise Architecture (BEA)?

The BEA provides a mechanism to better manage the DoD's business operations and to structure the complex systems and organizational interrelationships. The BEA will serve as a **blueprint** to:

- guide and constrain investments in DoD organization, operations, and systems as they relate to or impact business operations;
- provide the basis for the planning, development, and implementation of financial and business management systems that comply with Federal mandates and requirements; and
- produce accurate, reliable, timely, and compliant information for DoD staff.



# BEA Goals

GOALS	BEA provides one DoD Reference Business Process Model that ensures:
<p><b>Enable Business Interoperability throughout DoD</b></p>	<ul style="list-style-type: none"> <li>➤ Single interpretation of requirements:               <ul style="list-style-type: none"> <li>✓ Standard rules and policies</li> <li>✓ Standard rules and policies, along with data objects, are embedded into operational processes</li> <li>✓ Business transaction and event standards are explicitly embedded into operations information exchanges</li> <li>✓ Consistent and unique Data Model and Dictionary</li> </ul> </li> </ul>
<p><b>Achieve Operational Process Excellence</b></p>	<ul style="list-style-type: none"> <li>➤ One DoD Business Enterprise Architecture Enterprise Business Process Model that provides the foundation to enable end-to-end operational excellence</li> <li>➤ Embed DoD's Net-Centric Enterprise Services in Business Enterprise Architecture</li> <li>➤ Provide link to Federal Enterprise Architecture</li> </ul>
<p><b>Enhance Portfolio Management</b></p>	<ul style="list-style-type: none"> <li>➤ Transition Planning based on Business Enterprise Architecture to achieve capabilities based on target processes</li> <li>➤ Relevant "As Is" analysis</li> </ul>



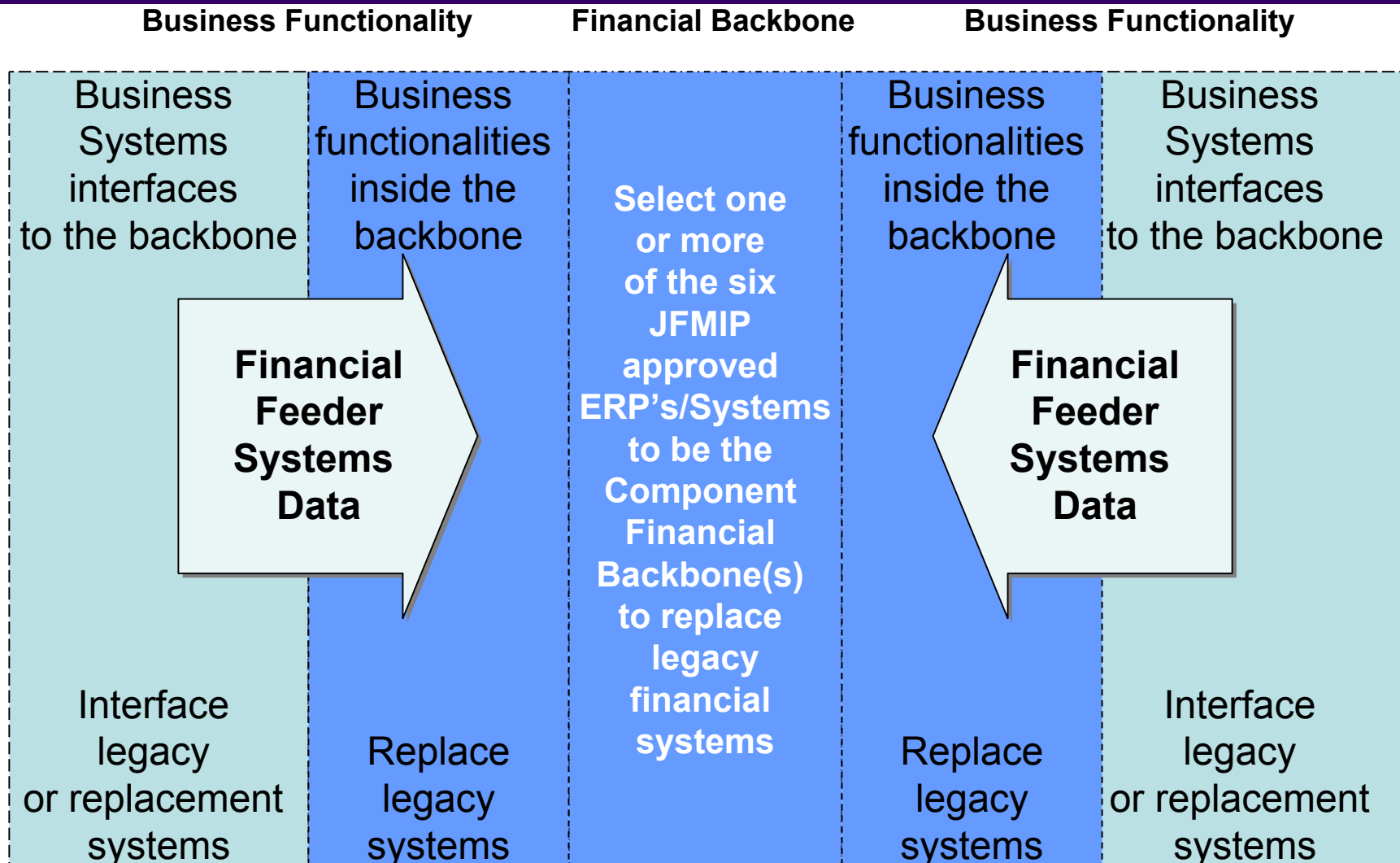
# Why do System Compliance Certification?

**Systems  
Compliance:  
It's the Law**

- Congress expects the Department of Defense to instill greater control over information technology investments.
- *Section 8084 of the DoD Appropriations Act of 2004 (Public Law 108-87)* states:
  - (b) **CERTIFICATIONS AS TO COMPLIANCE WITH FINANCIAL MANAGEMENT MODERNIZATION PLAN.**
    - (1) During the current fiscal year, a financial management automated information system, a mixed information system supporting financial and non-financial systems, or a system improvement of more than \$1,000,000 may not receive Milestone A approval, Milestone B approval, or full rate production, or their equivalent, within the Department of Defense until the Under Secretary of Defense (Comptroller) certifies, with respect to that milestone, that the system is being developed and managed in accordance with the Department's Financial Management Modernization Plan. The Under Secretary of Defense (Comptroller) may require additional certifications, as appropriate, with respect to any such system.
- A draft Management Initiative Decision will expand the Public Law requirement for the Comptroller's approval to all business systems improvements of more than \$1,000,000.



# Generic Component End State





# BEA 2.2 Approval Process

30-Jun	DAO led AIT input completed
30 Jun – 30 Jul	Integration of AIT input into Systems Architecture
31-Jul	Delivery of BEA v2.2
2-Aug	BEA v2.2 sent out to the BMSI staff, IV&V, Domains/EIE/Services/Agencies for
11-Aug	Services/Agencies submit comments to Domains/EIE
13-Aug	Domains/EIE and IV&V submit comments to BMSI
18-Aug	BMSI holds review meeting with participation by BMSI staff and IV&V (Domain/EIE representatives attendance optional). Comments will be adjudicated with recommendation for acceptance/non-acceptance
23-Aug	Evaluation results with recommendation presented to the DO/IT for approval/vote
26-Aug	Evaluation results with recommendation presented to the BMMP Steering Committee for approval





# Approval Procedures

- **Focus on the following Domain-endorsed content:**
  - the Enterprise Business Process Model, and
  - the Data Models for HRM and I&E.
- **Review these products for their utility and completeness**
- **Ensure that their processes have a home within the Macro processes of the EBPM.**
- **Identify gaps and areas where more clarity is needed, i.e. process depictions do not make sense).**
- **Validate the definitions to ensure they don't have any objections to them.**
- **Validate information requirements and process relationships.**



# Participants in the Review Process

- **The roles and types of personnel for the review should be:**
- Program managers,
  - Operational managers,
  - Business and systems analysts, and
  - Individuals engaged in Business Process Re-Engineering from all levels of DoD.



# Who Do I Contact?

- Each Domain or Service should direct their responses or questions on this release to the Domain responsible for their respective business areas
- Domain contact information is available on the BMMP Portal
- Responses are due ***August 11, 2004***

# **BMMP** Business Management Modernization Program

## **Business Enterprise Architecture (BEA) 2.2 Overview**

**Presented by: Ms. Marilyn Fleming, Chief Architect DOD  
Business Enterprise Architecture**

**Date: 2 August 2004**

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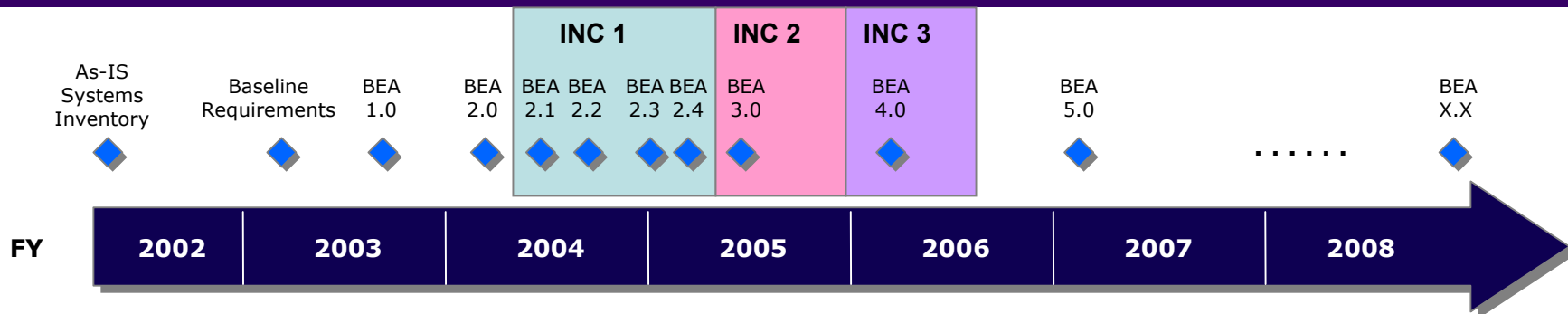


# Today's Agenda

9:00	Welcome and Meeting Objectives – Paul Tibbits
9:30	BEA 2.2 Overview – Marilyn Fleming
10:15	<b>BREAK</b>
10:25	Architecture Integration Team (AIT) – Enterprise Business Process Model (EBPM) Introduction (OV-6c) – Reggie Brown
10:35	EBPM – Background – Mark Hogenmiller
10:55	EBPM – Foundation for a Sustainable Unqualified Audit Opinion (UAO) – Marsha Porter
11:15	EBPM – Asset Accountability and Valuation – Karl Omatsola
11:35	EBPM – Total Force Visibility – Rod Eslinger
11:55	EBPM – Questions and Answers
12:10	<b>LUNCH</b>
1:10	BEA 2.2 All Views (AV) – Deedee Akeo
1:30	Compliance Requirements/Business Rules (OV-6a) – John Crowley
1:50	Data Model Development (OV-7) – Charles Bowen
2:10	<b>BREAK</b>
2:20	Questions and Answers (Panel)
2:50	Wrap-up and Next Steps – Reggie Brown
3:00	Adjourn



# Path to Business Transformation Architecture/Acquisition Activity and Schedule



New Content	Architectural Views
<b>BEA 2.2 (July 2004)</b>	
Enterprise Business Process Model & Business Rules	OV-6c and OV-6a
Enterprise Data Model	OV-7
FASAB (complete), Public Law, Exedcutive Orders, OMB A-11 (partial)	Dynamic Object Oriented Requirements System (DOORS)
<b>BEA 2.3 (October 2004)</b>	
Finish Remaining Federal Requirements & Business Rules, Start DoD Requirements	OV-6a, OV-6c, and DOORS
Update Enterprise Data Model	OV-7
Integrate Activity Models/Info. Exchanges/ Operational Nodes with EBPM	OV-5, OV-3, OV-2
Integrate Systems Interface Descriptions and Systems Functions	SV-1, SV-4
<b>BEA 2.4 (January 2005)</b>	
Complete Remaining DoD Requirements	OV-6a, OV-6c, and DOORS
Additional Architecture Products	TBD



# **DOD-WIDE INCREMENTS: Enterprise Focus 1 / 2 / 3**

***FOCUS: Re-engineer the processes and identify the information requirements necessary to implement a modern integrated net-centric Business environment that supports the Warfighters' needs***

## **Increment 1:**

- Sub-focus: Achieve unqualified audit opinion for consolidated DoD financial statements, including related processes to achieve Asset Accountability and address other Material Weaknesses
- Sub-focus: Achieve total force visibility to include: military service members, civilian employees, military retirees, and other US personnel in a theater of operations (including contractors and other federal employees)

## **Increment 2:**

- Sub-focus: Align acquisition practices with Government & Industry best practice benchmarks
- Sub-focus: Achieve total asset visibility and accurate valuation of assets (includes Operating, Materials and Supplies; Inventory and Property; Plant and Equipment)
- Sub-focus: Enhance force management through position accountability and visibility (military and civilian)
- Sub-focus: Improve military health care delivery through a more efficient healthcare claims system, more accurate patient diagnostic coding, and joint medical material asset visibility
- Sub focus: Improve environmental safety and occupational health

## **Increment 3:**

- Sub-focus: Implement Planning, Programming, Budgeting and Execution (PPBE) process improvements in accordance with Joint Defense Capabilities Study recommendations for a capabilities-based PPBE process
- Sub-focus: Achieve integrated total force management
- Sub-focus: Improve installation management



# Business Transformation Metrics

## Initial Focus of Business Transformation Metrics

Increment 1 Outcomes	Adoption of Business Enterprise Architecture (BEA) (obj. 2.1)
<ul style="list-style-type: none"><li>• Unqualified Audit Opinion (Obj. 1.1)</li><li>• Asset Accountability and Valuation (Obj. 1.2)</li><li>• Total Force Visibility (Obj. 1.3)</li></ul>	<ul style="list-style-type: none"><li>• Business Process Re-engineering (BPR) in alignment with BEA</li><li>• Systems compliance with BEA</li><li>• Elimination of systems</li><li>• IT dollars under portfolio management</li></ul>

- Cross-Domain metrics working group established - Sep 03
- Approval of Version 1 Enterprise and Domain metrics – 3 Qtr. FY04
- Begin data collection and reporting for Version 1 metrics- 4 Qtr FY04
- Full set of metrics addressing Increment 1 and BEA – May 05





# Views of the BEA

The BEA is divided into the following four views:

- **All View (AV):** provides for overarching aspects of the architecture that relate to all additional views. These aspects provide the scope and context for the architecture
- **Operational View (OV):** provides the DoD with a depiction of the organization-wide business environment and the supporting operational activities and supporting roles and information, both from an “As Is” and a “To Be” viewpoint
- **Systems View (SV):** describes the set of system capabilities and data exchanges that will provide DoD decision makers with accurate, reliable, and timely access to business operations information required to operate in key DoD enterprise business areas
- **Technical Standards View (TV):** contains the set of technology constraints that will drive the manner of system implementation

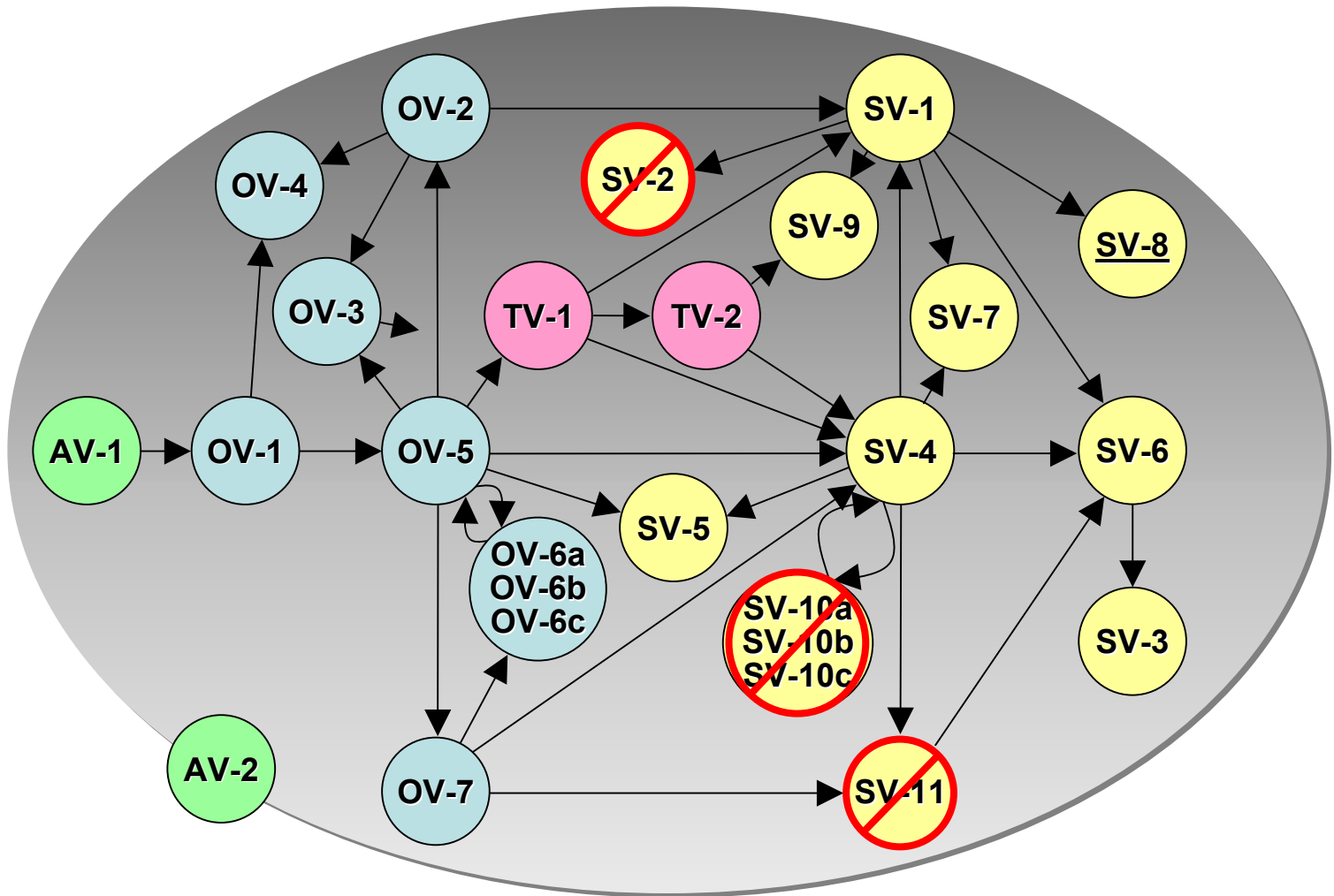


# BEA 2.2 Release

- Products jointly developed with Domains
  - OV-6a, Operational Rules Model
  - OV6c, EBPM
- Products submitted by Domains
  - OV-7, Logical Data Models:
    - HRM
    - I&E (environment only)
- Products developed to describe BEA2.2
  - AV-1, Overview and Summary
  - AV-2, Integrated Dictionary
- Products updated by BMSI to meet General Accounting Office (GAO) and Independent validation and verification (IV&V) guidance, but not yet updated to reflect EBPM
  - SV-1, Systems Interface Description
  - SV-4, Systems Functionality Description
  - SV-6, Systems Interface Description
  - TV-1, Technical Standards Profile
  - OV-7, Logical Data Model
- Products not yet updated with Increment One Content
  - OV-1, High-Level Operational Concept Graphic
  - OV-2, Operational Node Connectivity Description
  - OV-3, Operational Information Exchange Matrix
  - OV-4, Organizational Relationships Chart
  - OV-5, Operational Activity Model
  - OV-7 (for LOG, ACQ, ACC & FIN, and SPB)
  - SV-3, Systems-Systems Matrix
  - SV-5, Operational Activity to System Function Traceability Matrix
  - SV-7, Systems Performance Parameters Matrix
  - SV-9, Systems Technology Forecast
  - TV-2, Technical Standards Forecast
  - ICOM Hierarchy Report
  - Activity Hierarchy Report
  - System Entity to Enterprise Services Linkage Matrix
  - SV Disposition List
  - Technical Services to Enterprise Services Linkage Matrix
  - Requirements Traceability Matrix



# DoD Architecture Framework Products

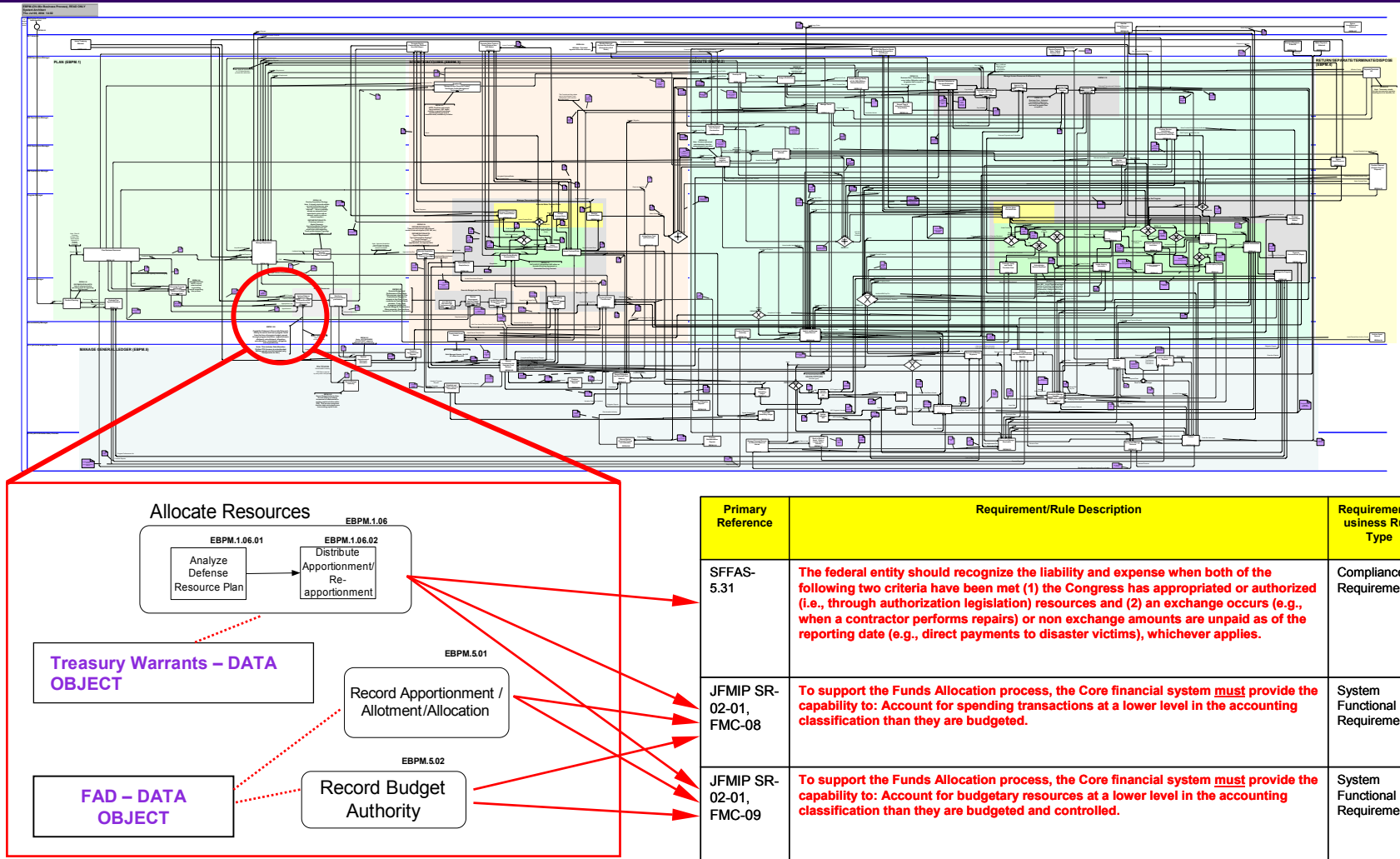




- AV-1(Overview & Summary)
  - Changed format to improve readability
  - Written from an architecture perspective
- AV-2 (Integrated Dictionary)
  - Reflects the addition of the EBPM
  - Incorporates OV-7 additions & updates
  - Includes updated objects and definitions relative to other architecture product changes



# OV-6c (EBPM) Linked to Requirements





# Data Models (OV-7)

- HRM provided data model views
  - Defense & Personnel Data Model
- I&E provided data model views
  - Environmental Safety Occupation and Health
- 44 other approved updates



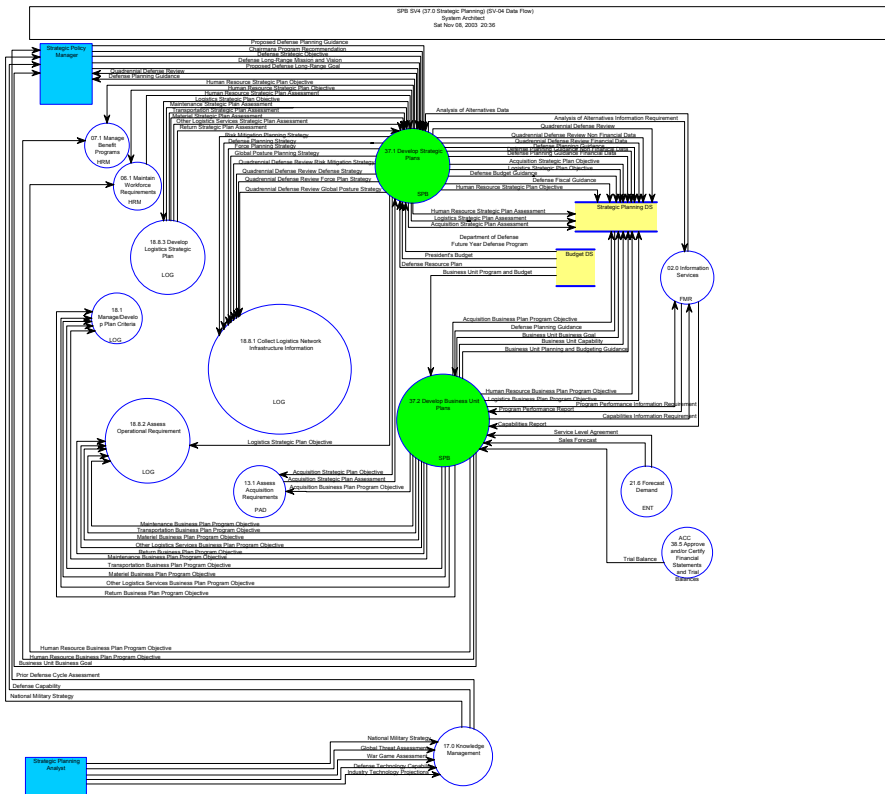
## BEA 2.2 SV-4 Improvements

- Addresses specific MITRE and GAO comments
- No longer Process Action Team (PAT) specific
- Clearer and more concise
- Leverages the content of the EBPM (OV-6c)
- Supplemental documentation delivered to support analysis for future SV-4 development

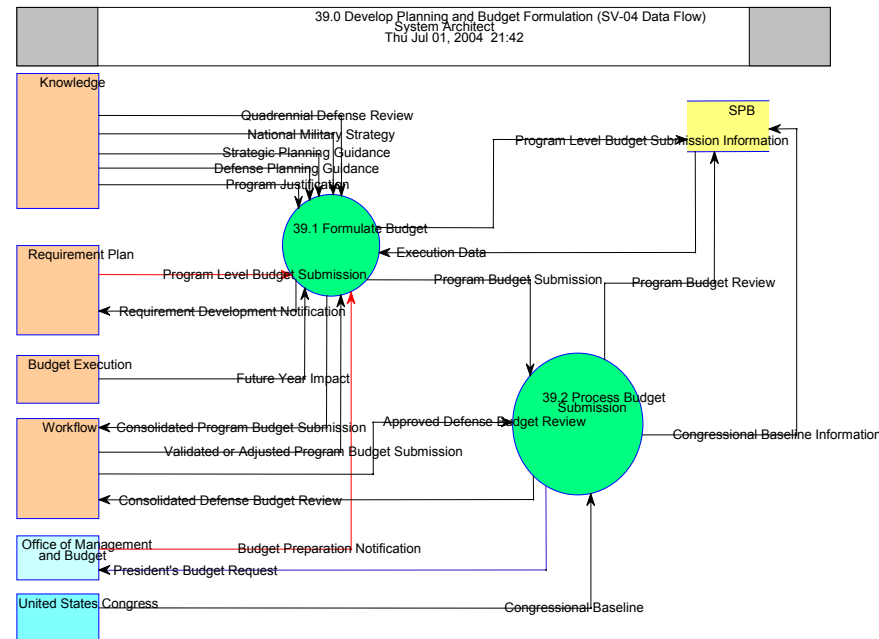


# BEA 2.2 SV-4 Improvements (cont.)

## BEA 1.0



## BEA 2.2







# SV MITRE/GAO Recommendations Resolved

Comment		ID#	SCR
1	Fix inconsistencies between linkage matrices and BEA	MSV1-1	3601
2	Delete SV-4 FEO diagrams	BSV4-2	3564
3	Prepare documentation summarizing SV-4 & SV-1 methodology	BSV4-1	3202
4	Poor definition of sub-typing and categorization	MOV7-2	3556
			3557
			3558
5	Determine consistent set of OV-2 operational nodes	MOV2-1	3199
6	Determine consistent set of SV-1 system nodes	MOV1-3	3199
7	Primary key names are inconsistent with entity names	MOV7-1	3553
			3554
			3555
8	Create diagram descriptions for every SV-4	BSV4-14	3202
9	Re-define system functions and entities	MSV4-3	3202
10	Integrate and consolidate SDEs	BSV4-4	3202
11	Comply with SV-4 DFD standards	MSV4-12	3202
12	Generate SV-6 DoDAF compliant IA attributes	MSV6-1	3613
			3614
13	Derive SV-3 from new SV-1	MSV3-1	3601



# Technical Views

- Added DoD IT Standards Registry (DISR) references to the Technical Standards Profile (TV-1)
- The Standards Technology Forecast (TV-2) and the Systems Technology Forecast (SV-9) are included in BEA 2.2, not yet assessed for Increment One impact